



TRANSMITTAL SHEET / BORDEREAU DE SIGNATURE

SUBJECT / OBJET:	RSAT REPORT (OP IMPACT [redacted])
DRAFTER/ SOURCE:	LCdr Christian Nadeau, J4 Ammo, RSAT TL

SIGNATORY / SIGNATAIRE	REMARKS / EXPLANATIONS REMARQUES / EXPLICATIONS
<p>COS</p> <p>_____</p> <p>DP Matsalla, LCol J4</p> <p>_____</p> <p>16 Nov 2016 Date</p>	<p>Sir,</p> <p>For your signature is the TF [redacted] RSAT [redacted] report, addressed by the RSAT TL to the commander, with recommendations to improve theatre asset control and visibility.</p> <p>Also included is a cover letter for the commander's signature, issuing direction to his TFCs to implement the recommendations in the enclosed report.</p> <p>The report was compiled with info from rep of J1/J4/J6/J8</p>
<p>COMD</p> <p>_____</p> <p>D. Conley, Col Chief of Staff</p> <p>_____</p> <p>Date</p>	
<p>J4</p> <p>_____</p> <p>M.N. Rouleau, MGen Comd</p> <p>_____</p> <p>Date</p>	



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7000-1 (RSAT TL)

Nov 2016

Comd CANSOFCOM

ROTATION STAFF ASSISTANCE TEAM REPORT

TF- [REDACTED] OP IMPACT (ERBIL, IRAQ) [REDACTED]

1. CANSOFCOM deployed a Rotation Staff Assistance Team (RSAT) to ERBIL from [REDACTED] in order to support Task Force (TF) [REDACTED] transfer of command authority (TOCA) from Rotation [REDACTED] to Rotation [REDACTED]. The team was comprised of members from J1, J4, J6, and J8 [REDACTED]. Following the inspection in ERBIL, [REDACTED]

OBJECTIVE

2. The primary objective of the RSAT was to conduct an external assessment of TF finances, procurement and materiel governance, ammunition and explosives safety/management, communication infrastructures, and personnel administration. The secondary objective was to facilitate the transition of support responsibilities from the outgoing to the incoming Task Force Commander (TFC).

TASKS AND METHODOLOGY

3. The team accomplished the tasks outlined in Table 1.

Table 1 – Office of Primary Interest (OPI) and Objectives

OPI	OBJECTIVES
J1	Review Task Force Standing Orders (TFSOs)
	Review Joining Instructions
	Review Central Registry and DSCDS Procedures
	Review Orderly Room (OR) Standard Operating Procedures (SOPs)
	Review various Personnel Administrative processes
	Review various mission specific processes
J4 Ammo	Review Ammunition & Explosives (A&E) process and safety program
J4 Sup	Verify TF [REDACTED]
J6	Verify Infrastructure Inside Plant (ISP) process/items
	Verify Infrastructure Outside Plant (OSP) process/items



	Conduct Tactical Infrastructure (TI) site survey
J8	Conduct Command Comptroller Inspection (CCI)

SUMMARY

3. Representatives from J1, J4, J6, and J8 completed their tasks, and the results and recommendations are included as annexes to this document. Following is a summary of the highlights:

- a. Annex A – J1. A few minor errors and inconsistencies were noted in the personnel administration. These can be addressed by creating a single point of contact (POC) between the TF [redacted] and updating appropriate SOPs.
- b. Annex B – J4. 100% stocktaking of the theatre accounts was conducted on the following theatre accounts: A0A4 Ammo, A05X [redacted] Odd, A05Z [redacted] Sustainment, 002E [redacted] Odd, A08L [redacted] Sustainment, A02B [redacted] Odd and A068 [redacted] Sustainment. The following was noted:
 - i. Communications. The AS00TF [redacted] Comms account could not be verified due to a lack of expertise; as such a TAV was recommended to resolve the material management issues with this [redacted] as identified by the TF. This TAV has since verified 100% of the TF Comms [redacted] following departure of the RSAT.
 - ii. Deployed [redacted] It is recommended that [redacted] be created for [redacted] increased management of the TF Comms account.
- c. Annex D – J6. The J6 representative identified the various processes. As part of the survey, [redacted]
- d. Annex E – J8. Following the Command Comptroller Inspection (CCI), all financial risk identified during the RSAT have been identified as LOW.

4. Finally, the Command J4 Ammo revised the TF Ammunition and Explosives Safety Program (AESP) and revised an Ammunition and Explosives Risk Assessment Safety Case (AERASC) for ammunition stored on the camp. Both documents were awaiting TFC signatures at the RSAT completion. A modified Ammunition and

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Explosives Safety Inspection (AESI)/Survey (AESS) was conducted, and no safety concerns were raised.

RECOMMENDATIONS/CONCLUSIONS

5. The RSAT has not identified any major areas of concern. The main recommendations are:
 - a. Establishing single POCs for communications between and the TF to ensure seamless personnel administration;
 - b. [REDACTED]
 - c. [REDACTED]
6. It is my recommendation that an RSAT be conducted before the end of every rotation as per Commander's Directive 09-07, Operational Support Visit. With the possibility of the mission coming to an end in the next few rotations, the importance of maintaining positive control and visibility over all assets is crucial.
7. For your consideration, Sir.

Christian Nadeau
Lieutenant-Commander, RSAT Team Leader
Distribution List

Annexes:

- Annex A – J1 Observations/Comments
- Annex B – J4 Observations/Recommendations
- Annex C – J4 Checklist
- Annex D – J6 Observations/Comments
- Annex E – J8 Observations/Comments

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PROCESS	OBSERVATIONS	RISK		RECOMMENDATIONS
		ASMNT	STRAT	
DEPLOYMENT PROCESSES				
<p>CDIO 1000 Series <u>Task Force Standing Orders</u></p> <p>Review and ensure at a minimum TFSOs contain the following: Table of Contents, Cover Letter signed off by TF Comd, Casualty Admin, Repatriation/Replacements, Leave, Alcohol Policy, Personal Relationships, Harassment Advisors, Welfare Communications, and Honours and Awards</p>	<p>Task Force Op Order are drafted for each ROTO with all the pertinent information and the [redacted]</p>		Action	<p>From discussion [redacted]</p> <p>CANSOFCOM. Whoever is selected should spend more time with the previous [redacted] in order to discuss any lesson learned and iron out any issues that might arise prior to deploying. One POC could be established in order [redacted] to rely on once deployed [redacted] to facilitate and minimize waiting period.</p>
<p>CDIO 1.3-3.E & CDIO 3.4-10 <u>Joining Instructions</u></p> <p>Ensure instructions comply with compensation and benefits for mission.</p> <p>What is the effective date of the latest revision?</p>	<p><u>Review</u> Document was reviewed and confirm the TF has the most recent revision dated 3 June 2016</p>		N/A	
<p><u>Central Registry Procedures</u></p> <p>Message Correspondence and IM Requirements</p>	<p>All original correspondence are kept in the [redacted] filling cabinet and copies [redacted]</p>		Action	<p>Procedures can be a little confusing especially when dealing [redacted]</p> <p>Communication is key and a POC needs to be identified early on to minimize any unforeseen issues.</p>
<p>Defence Subject Classification and Disposition System (DSCDS) <u>Records Management & Disposal</u></p> <p>Operational files to be archived.</p>	[redacted]		Action	<p>Operation files are to be archived for a minimum of 10 yrs, therefore, [redacted]</p>

PROCESS	OBSERVATIONS	RISK		RECOMMENDATIONS
		ASMNT	STRAT	
<p><u>Orderly Room SOPs</u></p> <p>Confirm that SOPs are being maintained and that clarification emails _____ are included in handovers.</p>	<p>No SOP's currently in place</p>		<p>Action</p>	
<p><u>ETA/MOT Messages.</u></p> <p>Ensure messages are being sent in a timely manner (7 - 14 days in advance). Ensure proper addressees are included _____</p>	<p>No ETA/MOT message being drafted; they are only using the ATT Post message.</p>		<p>Action</p>	<p>ETA msgs are to track members arrival and departure in order to keep _____ ATT Post message serves to capture members belonging _____ for only a period of time, therefore, I would recommend ETA/MOT msgs to be completed accordingly.</p>
<p><u>CBI 10.2.05(4) (MFSI)</u></p> <p><u>Administration of personnel on TAVs and SAVs</u></p> <p>ID cards, transportation requirements, etc.</p> <p>Temporary Duty (usually in theatre under 14 days) - Entitled to Risk Allowance can be administered _____</p> <p>Entry is done directly in CCPS (not on a CF52 even if tax relief is appl).</p>	<p>_____ has a good system in place for tracking all TAV and SAV and continuously keeps updating it as members arrive and depart.</p>		<p>N/A</p>	



PROCESS	OBSERVATIONS	RISK		RECOMMENDATIONS
		ASMNT	STRAT	
<p>MHRRP (APM 245) CHAP 23 <u>Files</u> <u>Deployment</u></p> <p>Review deployment files to ensure all required documents are on file (at a minimum; PEN, NOK, MC, MPRR (showing attached posting to operation), PRV).</p>			Action	<p>Regardless of whom [redacted] the selected [redacted] should be given access [redacted] in order to facilitate their work and reduce any additional work and minimize efforts so they can concentrate on more pressing issues. At a minimum members arriving in theatre should hand carry a CURRENT NOK form.</p>
<p>CDIO 1.3-3.1 <u>Photos</u> <u>Media</u></p> <p>Confirm there is an electronic copy of each member's media photo. Ensure access to files is limited as these are not to be distr to members.</p>			Action	
<p>CDIO 1.2-9.B & MHRRP (APM 245) Chap 23 <u>Attached Posting Start/Arrival MessagesArrival Messages (posted pers only)</u></p> <p>Review MPRRs/HRMS to ensure all members have been attached posted to the operation and correct position number (mandatory). Confirm that members were attached posted to correct UIC</p>	<p>Messages are drafted for all members, however, [redacted] within the Command process them the same. [redacted]</p>		Action	

